



NGQUUSHWA LOCAL MUNICIPALITY

ANNUAL REPORT:

2010-2011

PART 1: INTRODUCTION AND OVERVIEW

Mayor's Foreword:

It gives me great pleasure to present Ngqushwa Local Municipality Council's Annual Report for the 2010/11 financial year. Firstly, I believe it is important to acknowledge the 18 May, 2011 election day when twenty five Councillors were elected. I wish to thank all Councillors for their commitment, faith, trust, and unforgettable mark they have encompass to the people of Ngqushwa.

The report seeks to reflect on performance of the Council and staff that is working to build a strong and alive Ngqushwa.

During the period until 30 June 2011 the following matters are highlighted.

- a) The municipality has appointed the Audit Committee members who perform an advisory role to the municipality and assisting in the running of a smooth, efficiency and effectiveness of the institutional operations. According to the municipal organogram, four administrative posts at middle management level that deal mainly with community development were filled which are on Agriculture, Local Economic Development, Small Town Revitalization and Waste Management.
- b) Again, through the allocation of Municipal Infrastructural Grant and equitable share funding seven community halls were constructed though there are some challenges with regards to roads infrastructure but we are making an effort to maintain our roads.
- c) Lastly, despite financial challenges Council continues to recognize the effective partnership with other levels of government, where we see their function in advocating local community development. Though the municipality remains largely rural, major projects have been planned and executed which lives us with desire to appreciate the role participate from the other spheres of government. The following projects were achieved:
 - 1) Re-construction of the N2 road,
 - 2) Construction of the Hamburg Artist Residency which is almost 80% complete,
 - 3) New Municipal Office Building in Hamburg and
 - 4) Peddie 710 Housing Project

To my fellow Councillors, working staff, it took great effort for this achievement and I congratulate all role players for making 2010/11 a successful year.

Thank you!

Yours Sincerely,

SOLOMZI NDWAYANA

Municipal Manager's Foreword :

I begin by thanking the Council, working staff and the community of Ngqushwa for their participation for the successful initiatives undertaken to bring the municipality into a standing character. The annual report seeks to present an honest expression of the municipality's performance for the financial year 2010/11.

Ngqushwa Local Municipality has developed more policies which primarily are guidelines for planning and implementation of services by the working staff and also serve as guidelines for our stakeholders involved in supporting our municipality for service delivery initiatives.

You would remember that our municipality for a long time has not been capacitated with critical positions, now we have populated our organogram with Local Economic Development (LED), an improved IT system and a movement towards establishing Internal Audit Unit.

Indeed, opportunities abound, our IGR forum has formed concrete partnership with the Department of Economic Development and Tourism with regards to Small Town Revitalization Programme (STRP) which seeks to beautify our two town, Peddie and Hamburg. Moreover, there is a significant move towards handing over of Public Works properties to the institution.

The financial challenges cannot be left unnoticed but we promise our communities that we will achieve clean audit opinion by 2014 and to accomplish that we are planning to improve our internal controls and the entire systems within the municipality. We also have an intention to move away from boardroom talks in terms of planning and take a stance to implement on LED and on areas like infrastructure where we see a backlog.

However, as administration component together with the current leadership of the Council and the whole community of Ngqushwa we will work together and be able to achieve the set objectives for the current financial year.

Thank you,

M. SONDABA
ACTING MUNICIPAL MANAGER

A. Overview of the Municipality

a) GEOGRAPHIC INFORMATION

Ngqushwa Local Municipality falls within the jurisdiction of the Amathole District Municipality which is situated in the Eastern Cape Province, Amathole District Municipality and covers an area of 23 573km² and the Ngqushwa municipal area covers 2245 square kilometers which accounts for 10% of the district. The administrative seat of the Municipality finds itself in Peddie and the municipal area is divided into 14 wards.

Ngqushwa is located in the west of the Amathole district and consists of two towns Peddie and Hamburg, a portion of King Williams Town villages. It is one of the eight municipalities that fall within the Amathole District Municipality. Ngqushwa Municipality consists of 118 villages. Ngqushwa is bordered by the Great Fish River to the west and the Keiskamma River to the East. The southern boundary comprises a part of the coastline of the Indian Ocean.

b) DEMOGRAPHIC INFORMATION

c) Population Size and Distribution

Ngqushwa Local Municipality has an estimated total population of 84233 people according to the 2001 census figures. It is estimated that the population growth rate is 1.2% per annum and the population figure for 2007 can therefore be estimated at 90482 people. The population density in 2001 was calculated at 37.5 people per square kilometer. If this is escalated by the population growth rate, it will give a density of 40.3 people per square kilometer for 2007 which is somewhat lower than some of the municipalities in the Eastern Cape. The municipal area is predominantly rural in nature with 95% of the population residing in rural areas and only 5% residing in the urban areas.

Age and Gender Composition

Approximately 38% of the population of Ngqushwa are 19 years or younger and approximately 10% of the population are 65 years and older which means that 52% of the population are between the ages of 20 and 64 years.

Approximately 53% of the Ngqushwa population is female and the remaining 47% is male.

Racial Composition

The municipal area does not display much racial diversity, with more than 99% of the inhabitants being African. The remaining 1% is comprised of Coloured, White and Indian racial groups.

Households

According to the statistics from the 2001 census there are 21891 households in the municipal area and the average household size is 4.5 persons.

2.7% of households are headed by persons under the age of 20 years and 18.6% are headed by persons over the age of 64 years. 52% of households are headed by women.

d) SOCIO ECONOMIC CONTEXT

Employment and Household Income

Unemployment figures in the NLM are very high and according to Global Insights (2006) are calculated at 76.5%. The table below provides a comparative summary showing NLM as having the highest unemployment rate (more than 20% above the Eastern Cape average). The number of households earning less than R1500/month is estimated at 66.8% which is very high but comparable to the rest of the province.

- e) Major events of the year: Present the major events that have affected the working environment within the municipality during the year. Some of the events may include natural disasters, social movements or political changes within the municipality.

There were no major events that have shaken the municipality except that the former Mayor, Speaker and three (3) other councillors were expelled by their political party which meant vacating their membership of the council.

CHAPTER 1: HUMAN RESOURCE AND OTHER ORGANIZATION MANAGEMENT – (KPA 1)

1.1 Presentation of the organizational structure (approved organogram)

- The total number of approved posts of the entire institutions.

Total Number of Approved Posts
172

- The total number of vacant posts in the entire institution;

Department	Total Number Vacant Posts
MM	0
Corporate Services	9
Community Services	8
BTO	0
Technical Services	2

- Number of performance agreements and employment contracts of MM and Section 57 Managers submitted to the Department within the prescribed time frame;

Number of Performance Agreements	Date of Submission
1 Municipal Manager	30 June 2011
4 Executive Managers	

1.2 Staff development initiatives during the Financial Year

The municipality is expected to provide information on the types of training that officials and councillors have attended to during the Financial Year.

Intervention	Number of People	Date	Days	Costs
Practical Labour Law Course	1	10/02/2010- 26/11/2010	10 months	R10 500.00
Provision of housing planning	2	10/05/2010 30/11/2010	- 7 months	Funded by Department of Housing
Project	7	05/07/2010	1 Day	R21 530.00

Management				
SAICA Learnership	5	12/07/2010 up to May 2011	1 Year	Funded by LGSETA
Technical writing	2	21-23/07/2010	3 days	R12 537.72
Examiner for Driver's License Course	4	02/08-03/09/10, 27/09-22/10/10, 27/09-11/10, 27/09-15/12/10	1 Month 1 Month 3 rd - 2 months, 4 th -3 months	R18 266.00
Document Management	4	16-18/08/2010	3 Days	R28 682.40
Pro Laser III	3	19/08/2010	1 Day	R5 990.00
Job Description Writing	6	19/08/2010	1 Day	Funded by Job Evaluation Unit
Computer Literacy	7	23/08/2010- 27/08/2010	5 Days	Funded by DBSA
ELMDP	1	31/08/2010 -31 March 2011	7 Months	Funded by SALGA
Unit Standard course- Electrical	1	04-11/09/2010	7 days	R1 250.00
Pay Day	4	14-16/09/2010	3 Days	R35 814.24
Building Convention	1	21/09/2010	1 Day	R250.00
Budget and Finances Workshop	1	21-22/09/2010	2 Days	R5 928.00
Performance Management Systems	2	27/09/2010- 01/10/2010	5 Days	Funded by ADM/ DBSA
Contract Management	1	04-05/10/2010	2 Days	R7 864.86
Masters: Public	1	11/10/2010	1 year	Funded by SALGA

Administration				
Certificate: Strategic Management	1	11-16/10/2010	6 Days	R6720.00
Construction Management	2	18-19/10/2010	2 Days	R9 576.00
Cert: Labour Law Short course	1	25-29/10/2010	5 Days	R9 500.00
Energy and Sustainable Urban Development	1	15-19/11/2010	5 Days	R6 500.00
Public speaking & presentation skills	15	18-19/11/2010	2 Days	R19 500.00
Expenditure and Revenue	2	02 -04/02/2011	3 Days	R13 680.00
Public Participation	10	07-11/02/2011	5 Days	R92 000.00
Municipal Finance Management	2	07/02/2011 11/11/2011	– 11 months	LGSETA Funded
Wellness Programme	1	09- 11/02/2011	3 Days	R6 990.00
SCM	18	14-16/02/2011	3 Days	R93 100.00
Presentation and Public Speaking	10	15-16/02/2011	2 Days	R27 000.00
GRAP Seminar	1	17-18/02/2011	2 Days	R3000.00
ODETDP Learnership	1	21/02/2011 11/11/2011	- 10 months	LGSETA Funded
SDEEF Training	14	24/02/2011	1 Day	No Costs
Chairing Disciplinary Hearing	4	24-25/02/2011	2 Days	R13 960.00

Advance Transport Fuel maintenance	1	23-25/03/2011	4 Days	R8310.60
Councillor Tax Workshop	22	04/03/ 2011	1 Day	No costs
Customer Service frontline Skills	1	11/03/2011	1 day	R1 400.00
Bridge& culvert Inspection & maintenance	2	29-31/03/2011	3 days	R21 638.00
COIDA workshop	1	30/03-01/04/2011	3 days	R 9 120.00
Basic Computer Skills	6	11-15/04/2011	5 Days	R28 500.00
Basic Road Construction Principles	1	18-19/04/2011	2 days	R9 004.86
SCM Workshop	100	18/04/2011	1 day	R196 050.00
SCM Training	22	19-21/04/2011	3 days	
Advance Computer Skills	6	03-06/05/2011	4 days	R 55 200.00
Policy Development & Management	1	09-11/05/2011	3 days	R 8 971.80
Mid-year Labour Law update	1	09/05/2011	1 day	R1 975.00
Annual conference SASAE	1	30/05- 02/06/2011	3 days	R3 500.00
Master class FOR secretaries	6	22-24/06/2011	3 days	R39 843.00

1.3 Key HR statistics per functional area

1. Full time staff complement per functional area

- a. MM/Section 57 and Line Managers

	Approved positions	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1	Municipal Manager	3	3	0
2	Corporate Services	3	3	0
3	Community Services	8	8	0
4	Budget and Treasury	5	5	0
5	Technical Services	4	4	0

b) Functional areas per organogram

	Approved positions	Number of approved posts per position	Filled posts	Vacant posts
1	Municipal Manager	10	7	3
2	Corporate Services	37	28	9
3	Community Services	70	62	8
4	Budget and Treasury	13	12	1
5	Technical Services	28	18	10

2.1 Technical staff registered with professional bodies

Technical Service	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	4	0	0	0

2.2 Office of the Municipal Manager staff registered with professional bodies

	Total number of Managers in the Office of MM	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	3	1	0	2

2.3 Corporate Services staff registered with professional bodies

	Total number of Corporate Services Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	3	0	0	3

2.4 BTO staff registered with professional bodies

	Total number of BTO Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	5	1	0	4

2.5 Community staff registered with professional bodies

	Total number of Community Services Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	7	0	0	7

1. Levels of education and skills

Total number of staff	Number of staff without Grade 12	Number of staff with Senior Certificate only	Number of staff with Tertiary/accredited professionals training
150	65	9	56

2. Trends on total personnel expenditure

Financial Years	Total number of staff	Total approved operating Budget	Personnel expenditure (salary and salary related)	Percentage of expenditure
2006-2007				
2007-2008	87			
2008-2009	106	102		
2009-2010	135	123		
2010-2011	172	143		

3. List of pension and medical aids to whom employees belong

Names of pension fund	Number of members	Names of medical Aids	Number of members
SAMWU National Provident Fund	124	SAMWUMED	14
Municipal Councillors Pension Fund	25	Bonitas Medical Aid	25
		Discovery/LA Health	41

1.4 Senior officials' wages and benefits

Name	Wages	Benefits
Municipal Manager	R 53 695.66	R 11 000.00
Chief Finance Officer	R 43 333.33	R 9 500.00
Corporate Services Executive Manager	R 43 333.33	R 9 500.00
Technical Services Executive Manager	R 43 333.33	R 9 500.00
Community Services Executive Manager	R 43 333.33	R 9 500.00

1.5 Annual performance as per key performance indicators in municipal transformation and organizational development

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	143	98%	100%	
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	5	100%	100%	N/A
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	5	100%	100%	N/A
4	Percentage of Managers in Technical Services with a professional qualification	4	100%	100%	N/A
5	Percentage of municipalities that have adopted the Performance Management System within the district area (DM only)	N/A	N/A	N/A	N/A
8	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	90%	100%	100%	N/A
9	Percentage of councillors who attended a skill development training within the current 5 year term	N/A	N/A	N/A	N/A
10	Percentage of staff complement with disability	0	0	0	0

11	Percentage of female employees	66%	100%	100%	N/A
12	Percentage of employees that are aged 35 or younger	89%	100%	100%	N/A

1.6 Major challenges and remedial actions in regard to human resource and organizational management

The organization is faced with a high staff turn over. The organogram of the Municipality did not talk to the powers and functions of the Municipality causing the Municipality not performing to its entirety.

The Municipality, due to its rural nature and the fact that it has a very weak financial capacity has not been able to retain staff. Although staff training is budgeted for the amount is still not enough.

Another compounding factor is that the Municipality has been operating without policies or policies that were not addressing the needs of Ngqushwa adequately.

The Ngqushwa Municipality has addressed its problem of the organizational structure by reviewing its organogram. During the process it was discovered that some posts were wrongly placed and there was a need from the creation of new post. This of course has been hamstrung by the old story of financial capacity.

The Municipality has also addressed the inadequate policies or lack thereof. The Corporate Services Department in particular has developed a lot of policies that seeks to address staff retention e.g. Recruitment policy that encourages giving priority to internal staff, retention policy, promotion policy, etc.

The Municipality has also had weak labour relations which had impacted negatively on service delivery. This is evident in the low moral that existed among staff members which manifested itself in the high turnover experienced by the Municipality. The Municipality has since tried to remedy the situation by ensuring that relevant structures to assist the situation are up and running. The Local Labour Forum has been given a boost resulting in bolstering of its sub-committees like Health ,and Safety Committee, Skills Development and Employment Equity Forum. The Municipality also seeks to ensure that relevant strategies to assist in Human Resource are in place.

CHAPTER 2: BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS (KPA 2)

2.1 Water services (max 2 pages)

a. Water services delivery strategy and main role-players:

Ngqushwa Municipality is not a Water Services Authority or a Water Services Provider; therefore we are not involved with matters related to water. Amathole District Municipality is the Water Services Authority & the Water Services Provider; they take full responsibility of all water aspects.

The need & identification of water projects is done during Annual Integrated Development Plan Road shows & handed to Amathole District Municipality for inclusion in their IDP as well as in their Service Development Plan.

b. Levels and standards in water services:

95% of Municipal population has access to Clean Drinking Water & Water Services.

15% gets water on a high level & 80% on a low level as our municipality is rural & our communities are mostly dependant on government grants.

c. Annual performance as per key performance indicators in water services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	25564	3634	2000	700	78%
2	Percentage of indigent households with access to free basic potable water					
4	Percentage of clinics with access to potable water					60%
5	Percentage of schools with access to potable water					75%
6	Percentage of households using buckets	N/A				

d. Major challenges in water services and remedial actions

The exact level of backlog in Ngqushwa is not yet confirmed; however the District Municipality is in a process of populating its Water Management Information System to verify service levels & backlogs. WSDP currently estimates that 39% of population in Ngqushwa lacks access to RDP level of water services. To remedy these challenges we need to fast-track the process of approving funding for the implementation of projects.

2.2 Electricity services (max 2 pages)

a. Electricity services delivery strategy and main role-players

Ngqushwa Municipality is not an Electricity Provider. Therefore we are not involved with matters related to electricity. Eskom plays the major role in all aspects of electricity & takes full responsibility.

The need & identification of areas without electricity is done during Annual Integrated Development Plan Road Shows & handed to Eskom for inclusion in their Annual Development Plan.

b. Level and standards in electricity services

Electricity is supplied by Eskom in whole Ngqushwa area & the access is high. Quality standards of electricity provision are 20 Amperes; 60 Amperes for the prepaid meters; for the conventional meter is supplied as per the applicants request.

c. Annual performance as per key performance indicators in Electricity services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to electricity services	26824	873			92%
2	Percentage of indigent households with access to basic electricity services	6781	938	450	300	72.5%
4	Percentage of indigent households with access to free alternative energy sources	No alternative energy				0%

d. Major challenges in electricity services and remedial actions

Regular power failures were a major challenge, however Eskom is attending to that by upgrading power stations & power lines. Growth in infill houses that are beyond 50 meters from the poles; 300 from the transformer; as well as cable theft.

2.3 Sanitation (max 2 pages)

a. Sanitation services delivery strategy and main role-players

Ngqushwa Municipality is not a Sanitation Services Provider; therefore we are not involved in matters related to sanitation. Amathole District Municipality is the Sanitation Services Authority therefore they take full responsibility of all water aspects.

The need & identification of water projects is done during Annual Integrated Development Plan Road Shows & handed to ADM for inclusion in their IDP as well as in their Service Development Plan.

b. Level and standards in sanitation services

Our Municipality is rural nature; 80% of Municipal population located in rural areas is getting low level service (VIP Toilets) & 15% is getting high level service which is water borne sewage

c. Annual performance as per key performance indicators in sanitation services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	25564	unknown	unknown	unknown	unknown
2	Percentage of indigent households with access to free basic sanitation services	14359	14359	19%		25%
4	Percentage of clinics with access to sanitation services	All clinics have sanitation services				
5	Percentage of schools with access to sanitation services	All schools have access to Sanitation				

d. Major challenges in sanitation services and remedial actions

The exact Level of backlog in Ngqushwa is not yet confirmed; however the District Municipality is in a process of populating its Water Management Information System to verify service levels & backlogs. WSDP currently estimates that 96.7% of population in Ngqushwa lacks access to RDP level of sanitation services.

To remedy these challenges we need to fast-track the process of approving funding for the implementation of projects.

2.4 Road maintenance (max 2 pages)

a. Road maintenance services delivery strategy and main role-players

Our role is to rehabilitate all access roads & minor roads as well as Provincial & District Roads though they are responsibility of Department of Roads & Public Works. The Provincial department remains the planning authority in terms of road-based public transport services

The role players in road maintenance are the Local Municipality; the District Municipality & Department of Roads and Public Works.

b. Level and standards in road maintenance services

In our area of jurisdiction we have a total of about 970km of roads excluding SANRAL Roads (Major Roads like N2 & R72), This is made up of Districts Roads (under DoRT) 728, 5KM. Access Roads of 122, 7km & minor roads of 118, 8km. Only the Access and Minor Roads are the responsibility of Ngqushwa Municipality. Due to poor performance & conditions of the District Roads that fall under DoRT; we are forced to work on district roads resulting in the focus being taken away from their real responsibility of access roads & minor roads.

c. Annual performance as per key performance indicators in road maintenance services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlog (actual numbers)	Target set for the f. year under review (Actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households without access to gravel or graded roads	20450	20257	190	190	92%
2	Percentage of road infrastructure requiring upgrade					

3	Percentage of planned new road infrastructure actually constructed					
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.					

d. Major challenges in road maintenance services and remedial actions

One of the challenges is that we have insufficient plant & machinery for the eradication of roads regravelling backlog.

The limited funds received from DPLGTA through MIG are proportionally allocated on the roads rehabilitation programme (Gravel Roads). This programme includes Access Roads, Minor Roads & District Roads.

Roads Rehabilitation programme is in progress. The extent of work is severely constrained by the limited NIG funds available.

To have an internal budget for the regravelling of minor roads as well as more funding from MIG.

2.5 Waste management (max 2 pages)

a. Waste management services delivery strategy and main role-players

Present the main players involved in waste management is local municipality; refuse collection; and managing waste site. The municipality is clearly providing information on the adoption & Implementation of waste management plan. However, the municipality is obliged by legislation to budget for and implementation of critical projects which were identified during an assessment process for the waste disposal site and transfer station.

b. Level and standards in waste management services

The municipality provides low & high level access to waste management services by the population as well as the low & high quality standard of waste management service. This understanding of the level & standard is justified by setting yearly targets & reporting achievements.

c. Annual performance as per key performance indicators in waste management services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to refuse removal services	Refuse is collected in urban areas only	118 villages are not planned yet			

d. Major challenges in waste management services and remedial actions

The main challenge in this regard is solid waste rehabilitation, because we do not have plant to do that. The sites are permitted.

2.6 Housing and town planning (max 2 pages)

a. Housing and town planning services delivery strategy and main role-players

The municipality's role is to facilitate the construction of houses in this regard to housing & town planning services delivery. The main role player is Local Municipality & Department of Housing.

b. Level and standards in Housing and town planning services

There is a high backlog on housing & to eliminate this backlog is if this function can be transferred to LM's and also the quality of houses is very poor.

c. Annual performance as per key performance indicators in housing and town planning services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the financial year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households living in informal settlements	9 711	59%	285	Not reached	Not reached
2	Percentage of informal settlements that have been provided with basic services	66%	662	300	Not reached	Not reached
3	Percentage of households in formal housing that conforms to the minimum building standards for residential	13 010	9 711	285	Not reached	Not reached

	houses					
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d. Major challenges in housing and town planning services and remedial actions

2.7 Spatial planning (1 page max)

a. Preparation and approval process of SDF:

The municipality is providing information on the process that is ongoing for the development of the SDF.

b. Land use management:

The municipality is providing information that indicates effective use of land through the number of applications received and processed in the following categories;

- Rezoning,
- Sub-division,
- Consent use,
- Removal of restrictive conditions
- Township establishments

c. Major challenges in spatial planning services and remedial actions

2.8 Indigent policy implementation (1 page max):

a. Preparation and approval process of the indigent policy

The municipality has benchmarked all the indigent people by using grant that is being paid by both pensioners in a house hold, & it is updated every 6 months.

b. Implementation of the policy

Indigent policy has been approved & adopted by the council. Challenge is to update our database. Infrastructure & BTO are main departments that are dealing with collection & updating database.

2.9 Overall service delivery backlogs

Basic service delivery area	30 June 200..			30 June 200..		
Water backlogs (6KL/month)	Required	Budgeted	Actual	required	budgeted	Actual
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	1 558	R13m	1000			
Backlogs to be eliminated (%: total HH identified as backlog/total	Under ADM					

number of HH in the municipality						
Spending on new infrastructure to eliminate backlogs (R000)	Under ADM					
Spending on renewal of existing infrastructure to eliminate backlog (R000)	Under ADM					
Total spending to eliminate backlogs (R000)	Under ADM					
Spending on maintenance to ensure no new backlogs (R000)	Under ADM					
Electricity backlogs (30KWH/month)						
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	1 800					
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	15%	R4m	75%			
Spending on new infrastructure to eliminate backlogs (R000)	Under eskom					
Spending on renewal of existing infrastructure to eliminate backlog (R000)	Under eskom					
Total spending to eliminate backlogs (R000)	Under eskom					
Spending on maintenance to ensure no new backlogs (R000)	eskom					
Sanitation backlogs						
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	13 596	R141m	260			
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	Under ADM					
Spending on new infrastructure to eliminate backlogs (R000)	Under ADM					
Spending on renewal of existing infrastructure to eliminate backlog	Under ADM					

(R000)						
Total spending to eliminate backlogs (R000)	Under ADM					
Spending on maintenance to ensure no new backlogs (R000)	Under ADM					
Road maintenance backlogs						
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	409km	R10m	100%			
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	25 564	R120m	R10m			
Spending on new infrastructure to eliminate backlogs (R000)	MIG Allocation					
Spending on renewal of existing infrastructure to eliminate backlog (R000)	Regular road maintanance					
Total spending to eliminate backlogs (R000)	Regular road repairs					
Spending on maintenance to ensure no new backlogs (R000)	Regular road repairs					
Refuse removal						
Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	Only in urban areas	Budgeted yearly	100%			
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)						
Spending on new infrastructure to eliminate backlogs (R000)						
Spending on renewal of existing infrastructure to eliminate backlog (R000)						
Total spending to eliminate backlogs (R000)						
Spending on maintenance to ensure no new backlogs (R000)						
Housing and town planning						

Backlogs to be eliminated (n0. HH not receiving the minimum standard service)	9 711	R143M	NOT ACHIEVED			
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	66%					
Spending on new infrastructure to eliminate backlogs (R000)	Dept. of Housing					
Spending on renewal of existing infrastructure to eliminate backlog (R000)	Dept. of Housing					
Total spending to eliminate backlogs (R000)	Dept. of Housing					
Spending on maintenance to ensure no new backlogs (R000)	Dept. of Housing					

CHAPTER 3: MUNICIPAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK- (KPA 3)

3.1 Brief presentation of LED strategy/plan

3.1 Brief presentation of the LED Strategy/Plan

Ngqushwa Local Municipality has an LED section which consists of the following units: Agriculture, Tourism and SMME's. The LED function falls within the Community Services Department. This department's vision reads as follows: "Poverty eradication through community development programmes shaped for job creation and advancement of entrepreneurial skills of those within Ngqushwa Municipality". This vision ties-up well with the LED vision of the municipality, which reads: "*Established partnership, maximum development of human resources and optimal utilisation of local resources to maximize the benefit to the community*"

Currently the section is composed of an Agricultural Manager, Tourism Manager and LED Manager, a Cooperatives Administrator, and a volunteer at the Visitors Information Centre (VIC) situated just outside Peddie Town. It is the opinion of the municipality that LED is a mainstream issue and that all departments and organizations have a role to play in the creation of an enabling environment.

The Ngqushwa Municipality is to review its LED Strategy - the document was developed in 2009 and due to developments taking place and introduction of various programmes such as small towns revitalisation, etc. it's of huge importance therefore to have an LED strategy that is up to the current times, and that seeks and guides to accelerate local economic development. The development of the Municipal strategy is based on the National Economic Development Framework; Growth and Development priorities as agreed upon by the social pact and compact; the Provincial Growth and Development pillars as well as the National Spatial Development Perspective principles. This is further entrenched in the activities of the clusters and all the IGR structures operating within the jurisdiction of Ngqushwa Municipality.

The Ngqushwa Local Municipality is part of various interventions such as the R72 Corridor Route, the Small Town Regeneration Programme and the Amathole Heritage Route Projects. ASPIRE (the Amathole Economic Development Agency) is currently assisting with major redevelopment of Hamburg centred on the construction of the Hamburg Artists Residency. This is a multi-million rand development funded by the Department of Tourism and National Treasury, also with a number of subsidiary developments that will drive economic development in this area especially on unlocking the potential in Tourism with arts and craft in the local area. The Municipality is also working very close with the National Department of Agriculture, Forestry and Fisheries to stimulate and encourage the development of the aquaculture sector in the area. All these initiatives will further generate more job opportunities and a PPP arrangement is also explored in order to exploit to the maximum the potential it presents to the local communities.

There is also an initiative by Ngqushwa Local Municipality, Development Bank of Southern Africa (DBSA), Department of Local Government and Traditional Affairs (DLGTA), the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), and other key stakeholders to revitalise the CBD and the Small Town of Ngqushwa. The disposal of Public works and the ECDC properties to the Municipality become highly critical in this process.

Other opportunities for LED in the Ngqushwa Local Municipality include the revitalisation of the existing irrigation schemes (Tyefu, Dube, Gcinisa North, Ngxakaxha, Khalana and Zalarha); expansion of the EC Department of Rural Development and agrarian reform's programmes (Massive Food Production; Chicory production, Livestock Improvement Scheme, etc); revitalisation of the citrus and pineapple farms; broiler production as well as vegetable production. LED would be strengthened through the establishment of downstream agro-processing facilities that would add value and jobs to the existing agricultural produce of the area. A series of investment promotion initiatives to engage private sector investment have been undertaken to revive and exploit these opportunities.

The Public Private Partnership arrangement will also assist to explore opportunities presented by the mining sector in order to exploit the lime deposits near the coast for the benefit of local economic development. The unspoilt coastline offers opportunities for increased tourism and residential resort developments. Natural resources such as fish, shellfish and seaweed could be farmed and harvested along the coast and in the major estuaries of the Keiskamma and Great Fish Rivers.

The Ngqushwa Local Municipality supports LED in a number of ways, namely:

Business Support - Entrepreneurship/Enterprise and SMME Development: A Memorandum of Understanding has been signed with Small Enterprise Development Agency (SEDA) to establish a satellite office in the area in order to allow closer and easy access to business development services to the locals, such as advice, business plan development, linkages to market opportunities, marketing and branding, etc. To encourage Cooperative development as a pillar to LED, a Cooperatives Administrator has been employed by the Municipality to accelerate the process of facilitating registration, training and value chain development initiatives. A direct working relationship has been established with the Companies and Intellectual Property Commission (CIPC) to smoothen the process of cooperative development. A Cooperatives Development Centre housing SEDA and other development agencies will soon be established as a one-stop-shop for smme development.

Formation and strengthening of inclusive Development Forums and development structures such as the Ngqushwa Agricultural Forum, Cooperatives Forum, etc to maximise participation are also equally key in driving smme development in the Municipality. The newly introduced small towns revitalisation programme has been fused into the operational and governance structure of Local Economic Development. As a result of this introduction, a Technical Committee forum has been formed to coordinate all the various sector working groups or sector forums in the Municipality. This approach is to ensure a single window of coordination in terms of development initiatives in the Municipality. The Technical Committee then reports to the Steering Committee that involves political principals from various government departments and including the Municipality.

Human Resources Development: Forging partnerships with the relevant Sector Education and Training Authorities (SETAs), for purposes of skills development and transfer. The Department of Labour and Trade and Industry (DTI) including the Wholesale and Retail SETA must be approached in this regard; forming linkages with the Further Education and Training (FET) colleges and other Institutions of Higher Learning for the SMME operators to attend short business and entrepreneur courses. The Municipality in partnership with the University of Fort Hare has already trained smmes on Financial literacy course in order to capacitate and ensure sustainability of these smmes further training programmes have been plan to skill more people in this regard. Again working with the Nelson Mandela Metropolitan University a programme has been established where the locals have been trained on Local Economic Development, the aim to enhance the understanding of LED and fully utilise to the maximum the opportunities presented by this sphere in the Municipality.

Establishing an Enabling Environment for LED: Creating a conducive environment for enterprise development initiatives including the business incubation and support services;

Channelling finance for LED: Actively pursue sponsorship and donor-funds to support the development of the SMME sector. This may also include seeking and nurturing exchange programmes locally and abroad. The Municipality may not have adequate financial support for smme development but we encourage smmes to register so that we can facilitate with other institutions to finance and support them.

Marketing Support: Mapping out avenues for participation in the industrial summits, exhibitions, workshops and trade shows for the SMME sector for showcasing their products and selling their services; Establishing local agricultural produce market and information hubs in Ngqushwa;

Ensuring Sustainability of LED: Putting in place measures to ensure that all applications for planning and development address sustainability issues;

Putting in place procurement policies that include a preferential point system for local businesses in the evaluation criteria of the municipality

NLM LED stakeholders

Role-players	Roles
Government and Development agencies	<ul style="list-style-type: none"> • Policy guide and development framework • Facilitate development and funding opportunities • National and International linkages for local economic development • Research and guide on Best practice
Traditional Leadership	<ul style="list-style-type: none"> • Facilitate Community Participation • Information dissemination • Act as Role Models • Educate Communities & Other Role-players on Customary Law and Practices
Local Businesses/Private sector	<ul style="list-style-type: none"> • Investing in LED and the urban Business Centres • Attracting and creating opportunities for LED to thrive
NGO/CBO/FBO'S/Forums	<ul style="list-style-type: none"> • Promote public participation • Empower Communities with needed Information & Skills • Represent their particular membership/constituency's concerns and issues
Ward Committees/CDWs	<ul style="list-style-type: none"> • Assist Ward Councillors • Facilitate communication between local communities and the municipality on matters of local governance and development

3.2 Progress towards achieving the LED key objectives

a. Improve public and market confidence

In terms of its Spatial Development Framework, the Ngqushwa Local Municipality has identified its key LED Principles as follows:

- Directing public and private investment in areas that would ensure the most sustainable return on investment (ROI);
- Directing Development Agencies in decision – making which directly or indirectly impacts on the municipal area;

- Guiding developments in a spatially efficient and effective way, whilst ensuring linkage and alignment to regional and national development policies and programmes;
- Directing investment to areas of greatest potential and target areas of greatest need to alleviate poverty and promote economic growth;
- Improving linkages within Ngqushwa Municipality and beyond its boundaries to stimulate effective and sustainable integrated development;
- Creating a strategic framework for the formulation of an appropriate land use management system, and
- Protecting the eco-systems (environmental stewardship) in the Ngqushwa municipal area

b. Exploit comparative and competitive advantage for industrial activities

Agriculture's competitive advantage in the area is enhanced by:

- Proximity to markets;
- Product diversity (across agro-ecological zones);
- Business services/ICT/logistics network.
- Irrigated horticulture and field crops

Competitive advantages of the NLM regarding tourism are as follows:

- The coastline inclusive of the existing development nodes, is still unspoilt (pristine) with many opportunities for further development;
- The existing R72 route provides easy access to the coast for visitors and investors. It is currently being upgraded;
- The NLM is situated on the primary route between the Garden Route and the Wild Coast, both of which are popular tourist attractions centres. The area is a good stopover point for these visitors;
- There are many opportunities for secondary tourism enterprises that could cater for specialist niche markets, for example, bird-watching, extreme sports, mountain biking, hiking, to mention but a few of these possible activities;
- The Hamburg Artists Residency development will bring many special interest visitors interested in buying locally produced art and crafts;
- The history (Xhosa, English and German Settlers, Frontier Wars) and culture of the area are interesting and there are a number of historical sites that have been identified. These have been incorporated into the tourism routes. Furthermore, information boards are available at the sites and brochures as well as posters are distributed at tourism information hubs;
- There is the potential to tap into the German tourism market given the involvement of the German settlers in the development of the area, and
- The coast is renowned for the high quality of recreational fishing that it affords anglers. This resource offers real opportunities for sea and river angling enterprises to be developed in the NLM.

c. Intensify Enterprise Support and Business Development

The municipality's LED strategic thrust focuses on the vigorous investment and development of the SMME sector. The SMME sector plays an important role in creating employment opportunities and further contributing to economic development both in the province and nationally. The NLM needs to provide the business advisory centres which will serve the purpose of information dissemination and advisory services to the SMME sector. Furthermore, the LED strategy of the NLM proposes a pilot project of advisory centres in the settlements of Peddie, Hamburg, Lower Mgwalana, Pikoli and Breakfastvlei. The strategy also incorporates the following:

- Creating a conducive environment for enterprise development initiatives including the business incubation and support services;
- Forging partnerships with the relevant Sector Education and Training Authorities (SETAs) for purposes of skills development and transfer. The Department of Labour and Trade and Industry (DTI) including the Wholesale and Retail SETA must be approached in this regard;
- Mapping out avenues for participation in the industrial summits, exhibitions, workshops and trade shows for the SMME sector for showcasing their products and selling their services;
- Forming linkages with the Further Education and Training (FET) colleges and universities for the SMME operators to attend short business and entrepreneur courses, and
- Actively pursuing sponsorship and donor-funds to support the development of the SMME sector. This may also include seeking and nurturing exchange programmes locally and abroad.

The municipality's IDP focuses on the development and sustenance of the SMME sector. The SMME sector operates in the so-called Second Economy and provides the largest source of employment for the local communities. Furthermore, the Ngqushwa Local Municipality Council puts emphasis on providing support for the SMME sector thus bolstering a robust local economy and creating employment opportunities in the process. The councillors will undertake the following stimulus programmes:

- Create a robust public business incubator for the local business start-ups;
- Review the municipality's tendering process to allow the local SMME entrepreneurs to be competitive;
- Create centres of learning particularly through the Multi-Purpose Community Centres (MPCCs) so that local organizations can provide skills development, and
- Review the zoning laws to allow the establishment in the Industrial Zones for the municipality.

The Ngqushwa Local Municipality is cognisant of the realities or its geographic and demographic challenges. To this end, this LED strategy addresses the needs of both the urban and rural communities in earnest. The rural communities of this municipality, like that of any other rural area in the country, are faced by the challenges of infrastructure backlog, economic underdevelopment and an uneven distribution of resources. The municipality is aware that it cannot address the bulk services infrastructure network needs of the rural communities at once but only on an incremental basis.

The tourism sector of the municipality will benefit from a revitalized pristine coastal resorts tourisms sector. The tourism industry of Ngqushwa Local Municipality will benefit from harnessing the opportunities that arise from this sector. For instance, cultural tourism, the arts and handicraft, the hospitality sector and heritage sites will be showcased by the municipality. The tourism sector will stimulate sustainable economic growth particularly for the rural communities

The NLM area comprises rural subsistence communities that rely heavily on agricultural production in addition to the government's social security services safety net. In order to reverse the high levels of dependency on social security and to stimulate agricultural development in the NLM, a number of strategic approaches are vigorously pursued. Centred on this is the establishment of an Agricultural Centre, which will be coordinating amongst other things the following:

- Establishing agricultural cooperatives (assisting rural communities with the registration and other legal procedures) with the view to encouraging entrepreneurship;
- Supporting stock farmers with auxiliary service including acquiring hardy livestock, breeding programmes and veterinary services;
- Supporting crop-farmers to acquire agricultural inputs including seed, fertilizers and extension support services;
- Encouraging intensive crop-farming (beyond subsistence levels) on crops such as pineapples, chicory, sugar beet and cotton. An exchange programme with established farmers must be pursued as a strategy, and

- Forging strong partnerships with the FET Colleges, universities and other industry role-players in the NLM and district municipality.

d. Support social investment program

The NLM LED strategy is intended to provide a framework for building, supporting and sustaining the development of rural communities and celebrating their diversity and uniqueness. It will further build on the aims and objectives of existing policies, programmes, services and integrated approaches of the other spheres of government. Furthermore, this strategy will complement other regional initiatives such as Aspire's small town regeneration programme. It will also help develop new ways of doing business and thus capacitating residents to make better use of existing infrastructure and expertise in Ngquushwa.

The implementation of this LED strategy will address the following cross-cutting themes: environmental sustainability (stewardship), building, sustaining and nurturing partnerships, regional adaptation, social inclusion and the celebration of diversity, creativity, innovation and technology, employment opportunities and skills development.

3.4 Challenges and progress regarding LED Strategy implementation

Challenge	Proposed solution	Status
Limited funds	NLM should expand its funding base – explore other funding institutions even beyond SA borders	We have and still are engaging various government departments and private sector institutions to assist with funding on our initiatives
The NLM does not have a defined strategy to support agricultural development in the municipality	Develop an Agricultural Strategy for the municipality Establish partnerships with other key agricultural agencies such as RULIV, ARC, etc	An Agric Sector forum consisting of relevant stakeholders has been formed to coordinate agricultural activities. An agric sector plan is in place as well. Partnerships with keys institutions have also been established to capacitate farmers
Agricultural initiatives in communities not reaching their full potential	Provide the necessary resources (infrastructure; inputs; skills and marketing information)	We continue to support and monitor agricultural initiatives that have potential to transform the state of living in their communities
NLM tourism potential not fully exploited	Expanded spatial development plan Proper mapping of heritage sites Getting personnel to run the Visitors' Information Centre and have tour guides; have an interesting & informative brochure Revival of Hamburg as a tourist town- Hamburg Artist Residency; twinning with other cities such as the Hamburg in Germany; strengthen the Hamburg Beach Festival (attract investors)	Sourcing funds for the development of the Ngquushwa Tourism Hub. The Artist Residency is at its final stages of construction. The VIC is operational and information brochures readily available for visitors and tourists Contacts have been made with the Ambassadors in Germany and Sweden respectively, to explore twinning arrangement or exchange of programmes.

	Promoting the hospitality industry in rural communities – creating more awareness on the Home Stays initiative	Working with TEP and the District Municipality, hospitality industry participants are capacitated in order to better the quality of service they provide to visitors and tourists.
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We have developed a Local Economic Development Strategy (to reviewed) which amongst other things states that we have strength in Tourism and Agriculture. Ngqushwa Municipality has got Indian Ocean, Fish River and Keiskamma River and Double Drift Game Reserve as its boundries. Hamburg has been identified as a Tourist destination, this is part of R72 corridor development, and we also have a concept of Arts Colony. We hold an event annually which is called Hamburg Beach Festival, as means of realising our goal.

We have Agricultural Schemes, which are concentrating in crop production. However, we still challenged because they are not producing maximally. We have a programme of livestock improvement, currently operating in Wesley and Gcinisa, Ntloko and Mpwekweni, which we intend expanding it to other wards and villages in our municipality. In some wards we have Ostrich Farms. Both these animal projects are doing fairly well, but if funding could be injected to them there could be great improvement in them being fully productive.

We have not adequately explored our coastal advantage to the fullest. We have Fish River and Mpwekweni Resort that are within our borders.

- The type of business development services (BDS) provided to SMME;

We facilitate assistance towards all types of businesses, such catering companies to do business with the Municipality by catering in events, construction companies, B&B's for accommodation, crafters in the form of them displaying in events and festivals, etc.

- Number of new formal SMME established within the municipality

As an institution we are moving away from “projects” and encouraging people to form cooperatives which are viable business entities, the aim of forming cooperatives is to formally organise these projects, and in order to solicit funding for these projects and to prepare them in order to engage in business partnership with Retail stores in industry.

As of now we have facilitated formal registration of 30 primary cooperatives in this financial year from all sectors through the Companies and Intellectual Property Commission (CIPC) more are being processed.

3.5 Annual performance as per key performance indicators in LED

Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
Implement LED Strategy	100%	75%	75%
Annual Cooperatives Indaba	1	1	100%
Ngqushwa Agric Forum	12	12	100%

Ward Outreach programme	All	All	100%
Marketing and participation of local smmes to District events	All	6	99%
LED stakeholder forum	1 per quarter	2	50%
Explore Investment promotion initiatives for LED	5	7	140%

3.6 Other Challenges regarding LED strategy implementation.

We have a Local Economic Development Strategy which needs to be reviewed. We do not have a fully dedicated department for LED. However, our new organogram addresses the creation of a fully fledged Economic Development Department. We are challenged in terms of our revenue base as it is inadequate for us to pursue our LED goals. We have a land problem, the bulk of our land still belongs to the Department of Rural Development and Land Reform, properties by enlarged are owned by Department of Public Works. We believe if land could be made available to the Municipality and properties be transferred to LM partly our problem would be resolved. The process of having these transferred to the Municipality has however commenced.

3.7 Highlights on LED implementation

The Municipality is at its interesting and promising stage of development. The introduction of the small towns revitalisation programme is opening doors for many opportunities, and through the programme we have managed to establish meaningful partnerships with the government and the private sector to accelerate local economic development. The Hamburg Development initiative is moving at a rapid pace, and subsidiary projects are proving to provide economic opportunities for the unemployed, and a space is created for more participation in these opportunities. Despite the challenges faced in the Expanded Public Works Programme and Community Works Programmes economic opportunities have been created for the unemployed, however more is needed to expand the projects in order to absorb a greater number of the unemployed in the Municipality.

The lack of adequate revenue base does not hold back our Hawker development programmes, working close with the District hawkers have been trained on health issues and necessary materials will be provided soon whilst we are sourcing funds for infrastructure development. There are a number of promising projects on the pipeline including, the Multipurpose Centre, Skills Development Centre, Agricultural Centre, Cooperative Development Centre, Ngqushwa Tourism Hub, ICT incubator Hub, Revival. It is strongly believed that the realisation of these initiatives can ensure a vibrant Local Economic Development in our Municipality. Strides have been and will be made to explore and exploit investment opportunities presented by our strategic location in between the Coega and East London IDZs.

CHAPTER 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

4.1 The audited financial statements

The financial statements or the consolidated financial statements (for municipalities with entities) required must be **audited** and include:

- Statement of financial position (balance sheet),
- Statement of financial performance (operating statement),
- Cash flow statement,
- Statement of changes in net assets
- Supporting notes to the financial statements.
- Remuneration of councillors, Directors, officials, members and officials of municipal entities

4.2 Budget to actual comparison

Provide a narrative explanation of the variances in respect of actual income and expenditure when compared to the budget. This comparison must be done against the original budgeted or budget adjustment figures (as approved by council in the budget resolution) as this was the basis for consultation with stakeholders and used to justify the rates and charges raised.

4.3 Grants and transfers' spending

Grant details			Amount received and spent each quarter												
			1/04/ to 30/06		01/07 to 30/09		01/10 to 30/12		01/01 to 30/03		01/04 to 30/06		Total		
Project name	Donor name	BF amount	Rec.	Spent	Rec.	Spent	Rec.	Spent	Rec.	Spent	Rec.	Spent	Rec.	Spent	
MSIG			750 000	97132		1052 20		5034 05		1370 00	750 000		842757		
FMG			125 000 0	8089 10		6000 3		7333 7		4364 21	125 000 0		1378671		
MIG		3300 000			1422 000 0	980 000 0	7070 00	12490 00	7460 000		3634 000	143 490 00		13223000	

LED					200 000 0	3577 27.2 8		5048 01.7 3		6322 62.9 4		4290 42.3 9		1923834.34
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4.4 Meeting of Donors' requirements in respect of conditional grants

Provide information on the extent to which conditions extended to grants have been met for each conditional grant received during the year. Explanations on the variances are also required.

4.5 Long term contracts entered into by the municipality

Provide information to the Department on the type of long term contracts the Municipality has entered into with service providers and other entities.

4.6 Annual performance as per key performance indicators in financial viability

	Indicator name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
1	Percentage expenditure of capital budget			
		Target set for the year (35%) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the operational budget
2	Salary budget as a percentage of the total operational budget			
		Target set for the year (20% or less) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the actual revenue
3	Total actual trade creditors as a percentage of total actual revenue			
		Target set for the year (80% and more) R(000)	Achievement level during the year R(000)	Achievement percentage during the year
4	Total municipal own revenue as a percentage of the total actual budget			
		Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
5	Rate of municipal consumer debt			

	reduction			
6	Percentage of MIG budget appropriately spent	92.15%		
7	Percentage of MSIG budget appropriately spent	112.37%		

The over expenditure on the MSIG grant is a result of an increase in the monthly stipend given to ward committeees that increased to R1000 during the financial year, the department had allocated R750 000 for the 2010/2011 financial year.

4.7 The Audit committee functionality

The Audit Committee was inaugurated on the 08 December 2010 with 5 members

Chairperson - T. Cumming (Mrs)

Other Members :

W. Plaatjies (Dr.)

V. Mthimkhulu (Mr)

G. Bhana (Mr.)

L. Fokazi (Mr.)

The Audit Committee held 3 meetings for the 2010/2011 financial year on the following dates:

11 January 2011

17 March 2011

29 April 2011

The Audit Committee was not effective as the Internal Audit Capacity was lacking as it had one Internal Auditor. The municipality had capacitated the Internal Audit unit by employing an Internal Audit Officer and the Internal Audit Intern during the 2011/12 financial year.

4.8 Arrears in property rates and service charges

4.9 Anti corruption strategy

The Municipality is expected to report on the implementation of its anti-corruption strategy during the year under review. The municipality should clearly provide the following information:

- Development stage of the fraud prevention policy;
- Adoption of the fraud prevention policy by the council;
- Number of Awareness workshop conducted;
- Functionality of the fraud cases reporting mechanism;

CHAPTER 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION- (KPA 5)

5.1 Overview of the Executive and Council functions and achievements;

The Municipality is made up of 25 Councillors with the Speaker responsible for the convening of Council meetings and under whom the welfare of the Council falls.

The 25 Councillors serve in five different committees namely; Executive Committee, Budget and Treasury Standing Committee, Corporate Services Standing Committee, Community Services Standing Committee, and Technical Services Standing Committee.

Each of the Committees with the exception of the Executive Committee are headed by Councilors as Chairpersons. The Chairpersons in turn form the Executive Committee which is chaired by the Mayor.

The Municipality is made up of 4 departments as per the committees. The function of the committees is to look at the activities of the respective departments. The various committees then report to the Executive Committee which makes recommendation to the full Council. As the Municipality has only two full time Councillors the Executive Committee sees to the daily running of the Municipality or any urgent matters that need to be sorted.

5.2 Public participation and consultation;

- Roadshows are held by the Municipality particularly for the preparation of adoption of Integrated Development Plan (IDP) and Annual Budget.
- Workshops were also held in all the wards so that the community can have an input in the projects to be included in the IDP.
- The communities also participate in the activities of the Municipalities through Ward Committee meetings.
- Council meetings are also open to the public.

5.3 Ward committees' establishment and functionality

As per Municipal, ordinary ward committee meetings are held quarterly and four times a year. They are also allowed to hold special meetings. Ward Committee Members do attend the ward committee meetings and 50 + 1 is the required. Also the Municipality holds an annual meeting for Ward Committees where all the Committees converge under one roof to look at matters affecting them. This meeting also serves as a motivational gathering for Ward Committees as they share their experiences and also senior government officials and politicians both from the local municipalities and the province are invited to have an input.

Committee Clerks are one of designated officials to sit in ward committee meetings. Minutes of the meetings are kept at the Municipal offices. The Municipality bought stationery for all the members in order to keep the information and give feedback to their communities. The secretary of each committee is also responsible for taking minutes and keep records.

Reports of meetings are compiled and submitted to the office of the Municipal Speaker and from there to the Council.

Only ward committee members hold feedback meetings with the communities and during the official meetings of the municipality its where members are giving reports of those meetings.

Each ward committee member was given a portfolio i.e, Education, Sport, etc and give reports according to the portfolios that were given to them.

5.4 Community Development workers performance monitoring

- Monthly reports are prepared to be submitted to the Provincial office of the Department of Corporate Government and Traditional Affairs. These reports are consolidated on a quarterly basis and submitted to the Office of the Speaker.
- More than 500 cases of different nature have been identified by the CDW's and forwarded to the relevant authority. These cases amongst others and not limited include food parcel issues, epileptic people who are unable to assess grants, people needing housing who are living in dilapidated structures.
- More than 500 households have been visited by the CDW's during the financial year.
- CDW's also take part in Municipal activities like attending Council meetings, preparation of IDP, roadshows, Ward Committee meetings, and any other public participation activities.

5.5 Communication strategy

- A Communication strategy which serves as a guide for all future municipal actions has been developed and already adopted by the council. Also a communication plan which helps the municipality to keep everyone informed for communication a consistent message to the target audience has been attached to it.

5.6 Intergovernmental Relations

The IGR meetings were held in all four quarters of the previous financial year.

5.7 Legal matters

5.7.1 Setting up of Legal Units

- Wesley Pretorius and Associates;
- Nongogo, Nuku Inc.;
- Pumeza Bono Incorporated;
- Pumeza Bono Attorneys;
- Burwana Labour Consultants.

5.7.2 Management of litigation

1. Case Load Management with specific reference to:
 - a. Favourable cases

Case name	Recovery (yes/No)	Reasons for non recovery

b. Unfavourable cases

Case name	Compliance with judgement (yes/No)	Reasons for non compliance with judgement

2. Case age analysis,

Case name	Nature of the case	Date of commencement	Cases of 2 years or bellow	Cases beyond 2 years	Reasons for extensive duration

3. Default judgements

Case name	Reasons for default judgement

4. Prevention mechanisms of current litigations:

The municipality is expected to clearly indicate steps taken by the legal services to prevent the current litigations and the reasons why these litigations could not be prevented.

5. Criminal matters emanating from corruption and fraud:

There have been two cases of fraud and corruption involving three officials from the traffic section of the Municipality.

One official from the traffic was alleged to have been involved in illegal issuing of learner drivers' licenses. She was subsequently suspended and hearings were conducted. She was acquitted of the charges and returned to work.

Two other traffic section officials working as traffic cops were also charged with accepting bribes so that those involved in traffic violations could not be charged for such. Hearings have been held and have since been found guilty of the offence.

5.7.3 Management of Legal Risks

Fraud Prevention Plan was adopted by the Municipality.
Litigation Policy is also in the process of being developed.

PART 2- FUNCTIONAL AREAS REPORTING AND ANNEXURE

A: FUNCTIONAL AREA SERVICE DELIVERY REPORTING

1. General information (population statistics)

Ngqushwa Municipality GENERAL INFORMATION		
Reporting Level	Detail	Total
Overview:	Provide a general overview of municipality: this may include a short narrative of issues peculiar to the municipality and issues specific to the financial year being reported	
Information:	<p><Provide statistical information on (as a minimum):></p> <p>Geography: Geographical area in square kilometres Note: Indicate source of information</p> <p>Demography: Total population Note: Indicate source of information</p> <p>Indigent Population Note: Indicate source of information and define basis of indigent policy including definition of indigent</p> <p>Total number of voters</p> <p>Aged breakdown: - 65 years and over - between 40 and 64 years - between 15 and 39 years</p>	<p>2245 km² <i>IDP Document</i></p> <p>Ngqushwa Local Municipality has an estimated total population of 84233 people. 2001 Census Figures</p> <p>16491 <i>Revenue Officer</i></p> <p>+- 62 000</p> <p>10% of the population are 65 years and older 52% of the population are between the ages of 20 and 64 years.</p>
1		
2		
3		
4		
5		

	<ul style="list-style-type: none"> - 14 years and under <p>Note: Indicate source of information</p>	38% of the population of Ngqushwa are 19 years or younger	
6	<p>Household income:</p> <ul style="list-style-type: none"> - over R3,499 per month - between R2,500 and R3,499 per month - between R1,100 and R2,499 per month - under R1,100 per month <p>Note: Indicate source of information</p>	<p>3.9% of the population earn more than R3200 per month.</p> <p>19% of the population earn between R800 and R3200 per month 16419</p> <p>Revenue Officer</p>	

2. Finance and Administration function's performance

Function:	Finance and Administration		
Sub Function:	Finance		
Reporting Level	Detail	Total	
Overview:	Includes all activities relating to the finance function of the municipality. Note: grants information should appear in Chapter 4 on <i>Financial Statements and Related Financial Information</i> . (Refer to Financial Statements)		
Description of the Activity:	<p>The function of finance within the municipality is administered as follows and includes:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><i><List here></i></p> <p>The strategic objectives of this function are to:</p> <p><i><List here></i></p> <p>The key issues for 200X/0Y are:</p> <p><i><List here></i></p>		

Analysis of the Function:	<i><Provide statistical information on (as a minimum):></i>		
1	<p>Debtor billings: number and value of monthly billings: Number of debtors Function - <list function here eg: water, electricity etc> - Number and amount billed each month across debtors by function (eg: water, electricity etc) and by category: Government, Business, Residents and Indigents Note: create a suitable table to reflect monthly billed and received (against billed) across debtors by function (eg: water, electricity etc) and by category</p>	<i><total></i> <i><number></i>	<i>R 185245 5491 .</i> <i><total></i> <i><value></i>
2	<p>Debtor collections: value of amount received and interest: Function - <list function here eg: water, electricity etc> - Value received from monthly billings each month and interest from the previous month across debtors by function (eg: water, electricity etc) and by category: Government, Business, Residents and Indigents Note: create a suitable table to reflect amount received from that month's billings plus interest from the previous month across debtors by function and by category</p>	<i>R (000s)</i> <i><total></i> <i><received></i>	<i>R (000s)</i> <i><total></i> <i><interest></i>
3	<p>Debtor analysis: amount outstanding over 30, 60, 90 and 120 plus days: Function - <list function here eg: water, electricity etc> - Total debts outstanding over 30, 60, 90 and 120 plus days across debtors by function (eg: water, electricity etc) and category Note: create a suitable table to reflect debts outstanding over 30, 60, 90 and 120 plus days across debtors by function and category</p>	<i>R (000s)</i> <i><total></i>	
4	<p>Write off of debts: number and value of debts written off: - Total debts written off each month across debtors by function (eg: water, electricity etc) and category Note: create a suitable table to reflect write offs each month across debtors by function and category</p>	<i>R (000s)</i> <i><number></i> <i><value></i>	
5	<p>Property rates (Residential): - Number and value of properties rated - Number and value of properties not rated - Number and value of rate exemptions - Rates collectible for the current year</p>	<i>R (000s)</i> <i>5427</i> <i>nil</i> <i>4</i> <i>1600000</i>	<i>130888 pm</i>
Reporting Level	Detail	Total	
6	<p>Property rates (Commercial): - Number and value of properties rated - Number and value of properties not rated - Number and value of rate exemptions - Rates collectible for the current year</p>	<i>R (000s)</i> <i>60</i> <i>nil</i> <i>Nil</i> <i>285758</i>	<i>7902 pm</i>
8	<p>Property valuation: - Year of last valuation - Regularity of valuation</p>	<i>2008</i> <i>After 4 yrs</i>	
9	<p>Indigent Policy: - Quantity (number of households affected) - Quantum (total value across municipality)</p>	<i><total></i> <i><value></i>	
10	<p>Creditor Payments: <List creditors here></p>	<i>R (000s)</i> <i><value></i>	<i><age></i>

	Note: create a suitable table to reflect the five largest creditors individually, with the amount outstanding over 30, 60, 90 and 120 plus days		
11	Credit Rating: <List credit rating details here> List here whether your Council has a credit rating, what it is, from whom it was provided and when it was last updated	R (000s) <value>	<date>
12	External Loans: - Total loans received and paid during the year Note: Create a suitable table to reflect the balance of each external loan at the beginning of the year, new loans raised during the year and loans repaid during the year as well as the balance at the end of the year. Interest rates payable on each loan, together with the date of repayment should be also disclosed in the table.	R (000s) <received>	R (000s) <paid>
13	Delayed and Default Payments: <List delayed and default payments here> List here whether Council has delayed payment on any loan, statutory payments or any other default of a material nature Note: This information need not be reported here if reported as notes to the accounts.	<value>	<date>

3. Planning and Development function's performance

Function:	Planning and Development		
Sub Function:	Economic Development		
Reporting Level	Detail	Total	
Overview:	Includes all activities associated with economic development initiatives		
Description of the Activity:	<p>The function of economic planning / development within the municipality is administered as follows and includes:</p> <p><List administration of each function here: this should detail what is offered, and how it is offered to the community></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><List here></p> <p>The strategic objectives of this function are to:</p> <p><List here></p> <p>The key issues for 200X/0Y are:</p> <p><List here></p>		

Analysis of the Function:	<i><Provide statistical information on (as a minimum):></i>		
1	Number and cost to employer of all economic development personnel: - Professional (Directors / Managers) - Non-professional (Clerical / Administrative) - Temporary - Contract	<i><total></i>	<i><cost></i>
2	Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package		
3	Detail and cost of incentives for business investment: <i><list details></i>		<i>R (000s)</i>
4	Note: list incentives by project, with total actual cost to municipality for year		<i><cost></i>
5	Detail and cost of other urban renewal strategies: <i><list details></i>		<i>R (000s)</i>
6	Note: list strategies by project, with total actual cost to municipality for year		<i><cost></i>
6	Detail and cost of other rural development strategies: <i><list details></i>		<i>R (000s)</i>
	Note: list strategies by project, with total actual cost to municipality for year		<i><cost></i>
	Number of people employed through job creation schemes: - Short-term employment - Long-term employment	<i><number></i>	<i><number></i>
	Note: total number to be calculated on full-time equivalent (FTE) basis, and should only be based on direct employment as a result of municipal initiatives		
	Number and cost to employer of all Building Inspectors employed: - Number of Building Inspectors - Temporary - Contract		<i>R (000s)</i>
	- Number of Building Inspectors - Temporary - Contract	<i><number></i>	<i><value></i>
	Note: total number to be calculated on a full-time equivalent (FTE) basis, total cost to include total salary package		
	Details of building plans: - Number of building plans approved - Value of building plans approved		
	- Number of building plans approved - Value of building plans approved	<i><number></i>	<i><value></i>
Reporting Level	Detail	Total	
	Note: Figures should be aggregated over year to include building plan approvals only		
7	Type and number of grants and subsidies received: <i><list each grant or subsidy separately></i>	<i><total></i>	<i>R (000s)</i>
	Note: total value of specific planning and development grants actually received during year to be recorded over the five quarters - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.		<i><value></i>

4. Community and social services function's performance

Function:		Community and Social Services		
Sub Function:		All inclusive		
Reporting Level	Detail		Total	
Overview:	Includes all activities associated with the provision of community and social services			
Description of the Activity:	<p>The function of provision of various community and social services within the municipality is administered as follows and includes:</p> <ul style="list-style-type: none"> • Traffic • Environmental, Parks, Cemeteries & Waste Management • Agriculture • Tourism • LED • SPU 			
Analysis of the Function: 1	<p><i><Provide statistical information on (as a minimum):></i></p> <p>Nature and extent of facilities provided:</p> <ul style="list-style-type: none"> - Library services - Museums and art galleries - Other community halls/facilities - Cemetaries and crematoriums - Child care (including creches etc) - Aged care (including aged homes, home help) - Schools - Sporting facilities (specify) 		<i>no of facilities:</i> 2 (fully fledged libraries is under construction)	<i>no of users:</i> None (we however have heritage sites in the area) 27 community halls 2 86 Pre-primary schools <i><number></i> 99 primary schools, 37 secondary schools 4 but need to be upgraded

	- Parks Note: the facilities figure should agree with the assets register	2	
2	Total operating cost of community and social services function		R (1 879 014)

Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target
<ul style="list-style-type: none"> Approved HIV/AIDS strategy; Approved Disaster management policy frameworks and plans (Metro and DM) 	<p>HIV/AIDS strategy was approved by the council but still to be reviewed</p> <p>Disaster Management is under Amathole District Municipality this therefore means that all the disaster related issues are dealt with according to ADM plans.</p>		

5. Housing function's performance

Function:	Housing
Sub Function:	N/A

Reporting Level	Detail	Total	
Overview:	Includes all activities associated with provision of housing		
Description of the Activity:	<p>The function of provision of housing within the municipality is administered as follows and includes:</p> <p><List administration of each function here: this should detail what is offered, and how it is offered to the community></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><List here></p> <p>The strategic objectives of this function are to:</p> <p><List here></p> <p>The key issues for 200X/0Y are:</p> <p><List here></p>		
Analysis of the Function: 1	<p><Provide statistical information on (as a minimum):></p> <p>Number and cost of all personnel associated with provision of municipal housing: - Professional (Architects/Consultants)</p>	<total>	R (000s) <cost>

	<ul style="list-style-type: none"> - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package. Professional includes project design, Field includes all tradespersons.</p>	<i><total></i>	<i><cost></i>
2	Number and total value of housing projects planned and current: <ul style="list-style-type: none"> - Current (financial year after year reported on) - Planned (future years) <p>Note: provide total project and project value as per initial or revised budget</p>	<i><total></i>	<i>R (000s)</i>
3	Total type, number and value of housing provided: <i><list details by type of dwelling, see below></i>	<i><total></i>	<i>R (000s)</i>
	Note: total number and total value of housing provided during financial year		
4	Total number and value of rent received from municipal owned rental units <i><list details, including number of units handed over to residents></i>	<i><total></i>	<i>R (000s)</i>
5	Estimated backlog in number of (and costs to build) housing: <i><list details by type of dwelling, see below></i>	<i><total></i>	<i>R (000s)</i>
	Note: total number should appear in IDP, and cost in future budgeted capital housing programmes		
6	Type of habitat breakdown: <ul style="list-style-type: none"> - number of people living in a house or brick structure - number of people living in a traditional dwelling - number of people living in a flat in a block of flats - number of people living in a town/cluster/semi-detached group dwelling - number of people living in an informal dwelling or shack - number of people living in a room/flatlet 	<i><total></i>	
Reporting Level		Total	
7	Type and number of grants and subsidies received: <i><list each grant or subsidy separately></i>	<i><total></i>	<i>R (000s)</i>
	Note: total value of specific housing grants actually received during year to be recorded over the five quarters - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.		
8	Total operating cost of housing function		<i>R (000s)</i>

Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target
<List at least five key performance areas relative to the above function as articulated in the 200X/0Y budget here>	< List here the actual performance achieved over the financial year, and the variance between performance planned and actual performance, providing an explanation of the variance. Also provide details of any improvements planned for next year.		

6. Waste management function's performance

Function:	Waste Management		
Sub Function:	Solid Waste		
Reporting Level	Detail	Total	
Overview:	Includes refuse removal, solid waste disposal and landfill, street cleaning and recycling		
Description of the Activity:	<p>The refuse collection functions of the municipality are administered as follows and include:</p> <p>2.7% of the people have access to refuse removal service by the municipality</p> <p><i>There are two landfill sites that we use for our refuse in Hamburg and Peddie Town. We have developed a business plan to solicit fund for integrated waste management plan. Trainings do take place for staff members on waste management issues.</i></p>		

7. Waste water management

Function:	Waste Water Management		
Sub Function:	Sewerage etc		
Reporting Level	Detail	Total	Cost
Overview:	Includes provision of sewerage services not including infrastructure and water purification, also includes toilet facilities		
Description of the Activity:	<p>The sewerage functions of the municipality are administered as follows and include:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p>		

	<p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><List here></p> <p>The strategic objectives of this function are to:</p> <p><List here></p> <p>The key issues for 200X/0Y are:</p> <p><List here></p>		
Analysis of the Function:	<Provide statistical information on (as a minimum):>		
1	<p>Number and cost to employer of all personnel associated with sewerage functions:</p> <ul style="list-style-type: none"> - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package</p>		R (000s)
2	<p>Number of households with sewerage services, and type and cost of service:</p> <ul style="list-style-type: none"> - Flush toilet (connected to sewerage system) - Flush toilet (with septic tank) - Chemical toilet - Pit latrine with ventilation - Pit latrine without ventilation - Bucket latrine - No toilet provision <p>Note: if other types of services are available, please provide details</p>		R (000s)
3	<p>Anticipated expansion of sewerage:</p> <ul style="list-style-type: none"> - Flush/chemical toilet - Pit latrine - Bucket latrine - No toilet provision <p>Note: provide total number of households anticipated to benefit and total additional operating cost per year to the municipality</p>		R (000s)
4	<p>Free Basic Service Provision:</p> <ul style="list-style-type: none"> - Quantity (number of households affected) - Quantum (value to each household) 	<total> <value>	
Reporting Level	Detail	Total	Cost
5	<p>Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Describe in detail the level of Free Basic Services provided.</p> <p>Total operating cost of sewerage function</p>		R (000s)

8. Road maintenance's function's performance

Function: Road Transport Sub Function: Roads			
Reporting Level	Detail	Total	Cost
Overview:	Construction and maintenance of roads within the municipality's jurisdiction		
Description of the Activity:	<p>The road maintenance and construction responsibilities of the municipality are administered as follows and include:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p> <p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><i><List here></i></p> <p>The strategic objectives of this function are to:</p> <p><i><List here></i></p> <p>The key issues for 200X/0Y are:</p> <p><i><List here></i></p>		
Analysis of the Function: 1	<p><i><Provide statistical information on (as a minimum):></i></p> <p>Number and cost to employer of all personnel associated with road maintenance and construction:</p> <ul style="list-style-type: none"> - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package</p>		<i>R (000s)</i>
2	<p>Total number, kilometres and total value of road projects planned and current:</p> <ul style="list-style-type: none"> - New bitumenised (number) - Existing re-tarred (number) - New gravel (number) - Existing re-sheeted (number) <p>Note: if other types of road projects, please provide details</p>		<i>R (000s)</i>
3	<p>Total kilometres and maintenance cost associated with existing roads provided</p> <ul style="list-style-type: none"> - Tar - Gravel <p>Note: if other types of road provided, please provide details</p>		<i>R (000s)</i>

4	Average frequency and cost of re-tarring, re-sheeting roads - Tar - Gravel Note: based on maintenance records	<i><total></i>	R (000s) <i><cost></i>
5	Estimated backlog in number of roads, showing kilometres and capital cost - Tar - Gravel	<i><total></i>	R (000s) <i><cost></i>
Reporting Level	Detail	Total	Cost
6	Note: total number should appear in IDP, and cost in future budgeted road construction programme Type and number of grants and subsidies received: <i><list each grant or subsidy separately></i> Note: total value of specific road grants actually received during year to be recorded over the five quarters - Apr to Jun this year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.	<i><total></i>	R (000s) <i><value></i>
7	Total operating cost of road construction and maintenance function		R (000s)

9. Water distribution function's performance

Function:	Water		
Sub Function:	Water Distribution		
Reporting Level	Detail	Total	Cost
Overview:	Includes the bulk purchase and distribution of water		
Description of the Activity:	<p>The water purchase and distribution functions of the municipality are administered as follows and include:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p> <p>These services extend to include <i><function/area></i>, but do not take account of <i><function/area></i> which sits within the jurisdiction of <i><national/provincial/other private sector></i> government. The municipality has a mandate to:</p> <p><i><List here></i></p> <p>The strategic objectives of this function are to:</p> <p><i><List here></i></p> <p>The key issues for 200X/0Y are:</p> <p><i><List here></i></p>		
1	<p><i><Provide statistical information on (as a minimum):></i></p> <p>Number and cost to employer of all personnel associated with the water distribution function:</p>		R (000s)

	<ul style="list-style-type: none"> - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package.</p>	<i><total></i>	<i><cost></i>
2	<p>Percentage of total water usage per month <i><Insert table showing monthly water usage ></i></p> <p>Note: this will therefore highlight percentage of total water stock used per month</p>	<i><volume></i>	<i><volume></i>
3	<p>Total volume and cost of bulk water purchases in kilolitres and rand, by category of consumer</p> <ul style="list-style-type: none"> - Category 1 <i><insert here></i> - Category 2 <i><insert here></i> - Category 3 <i><insert here></i> - Category 4 <i><insert here></i> 		<i>R (000s)</i>
4	<p>Total volume and receipts for bulk water sales in kilolitres and rand, by category of consumer:</p> <ul style="list-style-type: none"> - Category 1 <i><insert here></i> (total number of households) - Category 2 <i><insert here></i> (total number of households) - Category 3 <i><insert here></i> (total number of households) - Category 4 <i><insert here></i> (total number of households) 		<i>R (000s)</i>
5	<p>Total year-to-date water losses in kilolitres and rand <i><detail total></i></p>		<i>R (000s)</i>
	Reporting Level	Detail	Total
6	<p>Number of households with water service, and type and cost of service:</p> <ul style="list-style-type: none"> - Piped water inside dwelling - Piped water inside yard - Piped water on community stand: distance < 200m from dwelling - Piped water on community stand: distance > 200m from dwelling - Borehole - Spring - Rain-water tank <p>Note: if other types of services are available, please provide details</p>		<i>R (000s)</i>
7	<p>Number and cost of new connections: <i><detail total></i></p>		<i>R (000s)</i>
8	<p>Number and cost of disconnections and reconnections: <i><detail total></i></p>		<i>R (000s)</i>
9	<p>Number and total value of water projects planned and current:</p> <ul style="list-style-type: none"> - Current (financial year after year reported on) - Planned (future years) <p>Note: provide total project and project value as per initial or revised budget</p>		<i>R (000s)</i>
10	<p>Anticipated expansion of water service:</p> <ul style="list-style-type: none"> - Piped water inside dwelling - Piped water inside yard 		<i>R (000s)</i>

	<ul style="list-style-type: none"> - Piped water on community stand: distance < 200m from dwelling - Piped water on community stand: distance > 200m from dwelling - Borehole - Spring - Rain-water tank <p>Note: provide total number of households anticipated to benefit and total additional operating cost per year to the municipality</p>	<total>	<cost>
11	<p>Estimated backlog in number (and cost to provide) water connection:</p> <ul style="list-style-type: none"> - Piped water inside dwelling - Piped water inside yard - Piped water on community stand: distance < 200m from dwelling - Piped water on community stand: distance > 200m from dwelling - Borehole - Spring - Rain-water tank <p>Note: total number should appear in IDP, and cost in future budgeted capital housing programmes</p>	<total>	R (000s)
12	<p>Free Basic Service Provision:</p> <ul style="list-style-type: none"> - Quantity (number of households affected) - Quantum (value to each household) <p>Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Describe in detail the level of Free Basic Services provided.</p>	<total> <value>	
13	<p>Type and number of grants and subsidies received:</p> <p><i><list each grant or subsidy separately></i></p> <p>Note: total value of specific water grants actually received during year to be recorded over the five quarters - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year.</p>	<total>	R (000s) <value>
14	Total operating cost of water distribution function		R (000s)

10. Electricity distribution function's performance

Function:	Electricity		
Sub Function:	Electricity Distribution		
Reporting Level	Detail	Total	Cost
Overview:	Includes the bulk purchase and distribution of electricity		
Description of the Activity:	<p>The electricity purchase and distribution functions of the municipality are administered as follows and include:</p> <p><i><List administration of each function here: this should detail what is offered, and how it is offered to the community></i></p>		

	<p>These services extend to include <function/area>, but do not take account of <function/area> which resides within the jurisdiction of <national/provincial/other private sector> government. The municipality has a mandate to:</p> <p><List here></p> <p>The strategic objectives of this function are to:</p> <p><List here></p> <p>The key issues for 200X/0Y are:</p> <p><List here></p>		
Analysis of the Function:	<Provide statistical information on (as a minimum):>		
1	<p>Number and cost to employer of all personnel associated with the electricity distribution function:</p> <ul style="list-style-type: none"> - Professional (Engineers/Consultants) - Field (Supervisors/Foremen) - Office (Clerical/Administration) - Non-professional (blue collar, outside workforce) - Temporary - Contract <p>Note: total number to be calculated on full-time equivalent (FTE) basis, total cost to include total salary package.</p>	<p><total></p> <p><total></p> <p><total></p> <p><total></p> <p><total></p> <p><total></p>	<p>R (000s)</p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p>
2	<p>Total quantity and cost of bulk electricity purchases in kilowatt hours and rand, by category of consumer</p> <ul style="list-style-type: none"> - Residential - Commercial - Industrial - Mining - Agriculture - Other 	<p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p>	<p>R (000s)</p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p>
3	<p>Total quantity and receipts for bulk electricity sales in kilowatt hours and rand, by category of consumer:</p> <ul style="list-style-type: none"> - Household - Commercial - Industrial - Mining - Agriculture - Other 	<p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p> <p><volume></p>	<p>R (000s)</p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p>
4	<p>Total year-to-date electricity losses in kilowatt hours and rand</p> <p><detail total></p>	<p><volume></p>	<p>R (000s)</p> <p><cost></p>
5	<p>Number of households with electricity access, and type and cost of service:</p>		<p>R (000s)</p>
Reporting Level	Detail	Total	Cost
	<ul style="list-style-type: none"> - Electrified areas - Municipal - Eskom - Alternate energy source - Gas - Paraffin 	<p><total></p> <p><total></p> <p><total></p> <p><total></p>	<p><cost></p> <p><cost></p> <p><cost></p> <p><cost></p>

	<ul style="list-style-type: none"> - Solar - Wood - Non electrified <p>Note: if other types of services are available, please provide details</p>	<i><total></i>	<i><cost></i>
6	Number and cost of new connections: <i><detail total></i>	<i><volume></i>	<i>R (000s)</i>
7	Number and cost of disconnections and reconnections <i><detail total></i>	<i><volume></i>	<i>R (000s)</i>
8	Number and total value of electrification projects planned and current: <ul style="list-style-type: none"> - Current (financial year after year reported on) - Planned (future years) <p>Note: provide total project and project value as per initial or revised budget</p>	<i><total></i>	<i>R (000s)</i>
9	Anticipated expansion of electricity service: <i><detail total></i>	<i><total></i>	<i>R (000s)</i>
	<p>Note: provide total number of households anticipated to benefit and total additional operating cost per year to the municipality</p>		
10	Estimated backlog in number (and cost to provide) water connection: <i><detail total></i>	<i><total></i>	<i>R (000s)</i>
	<p>Note: total number should appear in IDP, and cost in future budgeted capital housing programmes</p>		
11	Free Basic Service Provision: <ul style="list-style-type: none"> - Quantity (number of households affected) - Quantum (value to each household) <p>Note: Provide details of how many households receive the FBS provision, and the average value it means per household. Describe in detail the level of Free Basic Services provided.</p>	<i><total></i>	'
12	Type and number of grants and subsidies received: <i><list each grant or subsidy separately></i>	<i><total></i>	<i>R (000s)</i>
	<p>Note: total value of specific electricity grants actually received during year to be recorded over the five quarters</p> <ul style="list-style-type: none"> - Apr to Jun last year, Jul to Sep, Oct to Dec, Jan to Mar, Apr to Jun this year. 	<i><value></i>	
13	Total operating cost of electricity distribution function		<i>R (000s)</i>

B: ANNEXURE

The annexure is made up of the following documents arranged in the sequence below:

1. Full AG reports
2. Plan of action of the municipality to address findings of the AG report
3. Annual Financial Statements 2009/10
4. Performance Management System Report 2009/10